



TASK ORDER (TO)

PWS ONLY

47QFCA18F0130

IT Support Services

in support of:

Air Force Civil Engineer Center (AFCEC)

Functional Management Office (FMO)



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C.1 BACKGROUND

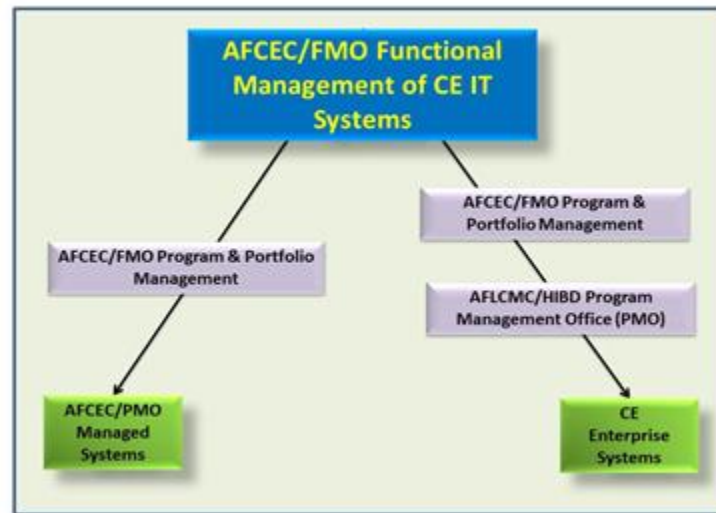
The Air Force Civil Engineer Center (AFCEC), with its headquarters in San Antonio, Texas, is a primary subordinate unit, assigned to the Air Force Materiel Command (AFMC) and attached to the Air Force Installation and Mission Support Center (AFIMSC). More information on AFIMSC and AFCEC can be found at www.afimsc.af.mil and www.afcec.af.mil. The Air Force (AF) Civil Engineer (AF/AFC) provides Civil Engineer (CE) Information Technology (IT) strategy and policy to AFCEC.

AFCEC is responsible for providing responsive and flexible installation engineering services. AFCEC missions include facility investment planning, design and construction, operations support, real property management, energy support, environmental compliance and restoration, audit assertions, acquisition management, and program management. The unit conducts its operations at more than 75 locations worldwide. The AFCEC Functional Management Office (FMO) serves as a direct report to the AFCEC Director and is responsible for establishing the future vision for CE IT direction based on functional and mission strategic drivers.

The AFCEC FMO guides CE enterprise efforts associated with CE IT Systems to support functional programs and processes. Capability includes, but is not limited to CE information governance, data quality, functional CE IT portfolio management, business process management, functional training enabled by IT/functional stakeholder management, functional management of CE Enterprise Systems, and portfolio management for AFCEC legacy systems. The CE IT Systems include CE Enterprise systems and AFCEC legacy IT systems. The AFCEC FMO current portfolio consists of eight CE Enterprise systems, six AFCEC Program Management Office (PMO) managed systems, and over 25 AFCEC residual IT initiatives/applications.

The AFCEC FMO interfaces with the Air Force Life Cycle Management Center (AFLCMC) Business and Enterprise Systems Sustainment Division (HIBD) PMO located at Gunter AFB, in Montgomery, Alabama (AL). The AFLCMC/HIBD PMO provides program management for CE Enterprise Systems and assists in implementing the vision set forth by the CE functional community and Headquarters Air Force (HAF) through material IT solutions. The AFLCMC/HIBD PMO manages system operational support requirements and sustains the CE Enterprise systems in the most cost-effective manner over its total life cycle, including systems engineering and advocating for funding from the CE Community for approved resource sustainment. The AFCEC FMO works with the AF CE Community and AFLCMC/HIBD to identify mission-related or functional requirements for CE systems under sustainment. The AFCEC FMO provides portfolio management and serves as the PMO for AFCEC legacy systems. The organizational structure of the CE IT Systems is captured in **Diagram #1: AFCEC FMO Functional Management of CE IT Systems** below.

Diagram #1: AFCEC FMO Functional Management of CE IT Systems



The AFCEC FMO is also responsible for developing, standardizing, and codifying the CE information governance process, with alignment to the overall CE IT governance process. The AFCEC FMO serves as the functional advocate for CE IT investment requirements being presented to the CE IT Governance Review Board. It provides initial approval authority for all acquisition related work and is responsible for ensuring IT is developing a capability that meets the needs of the CE Community and CE mission. As the liaison between the functional user and IT delivery, the AFCEC FMO reviews requirements from an enterprise-wide perspective and advocates to HAF and the Secretary of the AF (SAF) for CE technology needs. While the AFCEC FMO does not oversee the technical development of IT capabilities, it does ensure the CE Community is applying solutions across functions and geographies where possible and making smart IT investments. The AFCEC FMO has the responsibility for requests of new capabilities, IT investments, unreported IT Investments and out-of-cycle (OOC) funds requests (increases, decreases, and funds redistribution). All requests for a change to an existing system must be approved through a Configuration Control Board (CCB) per Department of Defense (DoD) and AF guidance and policy.

The United States (U.S.), DoD, AF and the Office of the CE face significant budgetary challenges which will require tough choices, innovative solutions, and a new mindset going forward. As a result, AFCEC continues to transform how it supports its customers in an effort to conduct installation support more efficiently and effectively. Responding to current factors such as reduced resources and increased security requirements requires comprehensive change across the organization and business processes. It is critical to mission success that the AFCEC efficiently and effectively deploys and manages IT systems to support these requirements.

The CE Community consists of the approximately 60,000 Civil Engineers that report to the Office of the CE. CE stakeholders represent an even broader community that not only includes

the CE Community, but the AF Customers it serves in the Office of the SAF, the DoD, and the President.

AFCEC receives guidance and direction from the Office of the CE. It is the execution partner within the organization and is responsible for defining business across the AF Community to ensure standard processes are followed by all CE personnel. These processes are documented in CE Playbooks and are hosted on a portal to which the CE Community has access.

C.1.1 PURPOSE

The purpose of this TO is to provide technical IT support to the AFCEC FMO in all IT program management activities and efforts associated with AFCEC Legacy PMO managed IT Systems in support of AFCEC and CE functional programs.

C.1.2 AGENCY MISSION

AFCEC's mission is to provide integrated engineering and environmental products, services, and advocacy that optimize AF and Joint capabilities through sustainable installations. AFCEC executes and manages facility investment planning, design and construction, environmental operations, and services; and, provides architect and engineering support for installations, Major Commands, Headquarters AF, and others. AFCEC also provides technical expertise and advocacy across a spectrum of construction and environmental programs.

AFCEC is the primary nexus for managing the performance of the AF environmental mission and thus considerable IT support is required. The majority of AFCEC personnel are located in Building 171, Port San Antonio, Texas (TX) with a portion of the personnel currently employed at Tyndall AFB located 12 miles east of Panama City, Florida (FL).

C.2 SCOPE

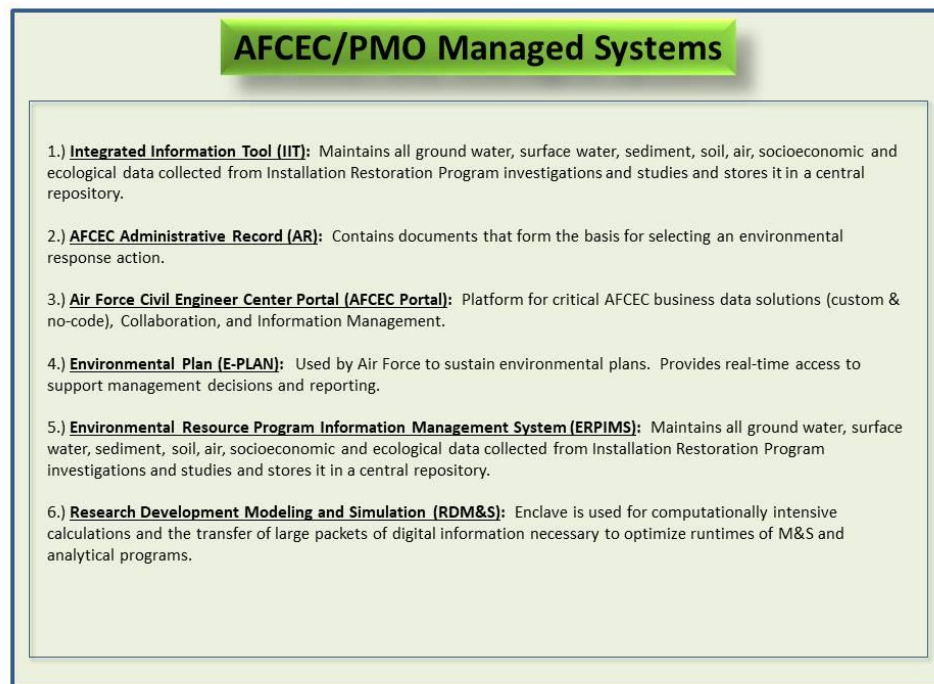
The scope of this TO supports the management and associated tasks in support of the six AFCEC PMO managed IT Systems listed in Diagram #2: AFCEC PMO Managed Systems Listing below. The scope of this TO also includes functional requirements analysis support only for the Enterprise Environmental, Safety and Occupational – Management Information System (EESOH-MIS), a CE Enterprise system, managed by the AFLCMC/HIBD PMO. Due to limited personnel and technical resources, the FMO at times requires additional IT resources to develop the base functional requirements using acceptable software engineering methodologies. Support for EESOH-MIS includes documenting the business needs and functional requirements to allow EESOH-MIS to support the target community and for new functional areas to be included in EESOH-MIS. Specific support for functional requirements analysis support is detailed in Task 8 below. Infrastructure support is not included in this TO's scope.

Additionally, the scope of this TO supports AFCEC's transition from Department of Defense (DoD) Information Assurance Certification and Accreditation Process (DIACAP) to Risk Management Framework (RMF) per the DoD Chief Information Officer (DoD CIO) mandate DoD IT that went into effect on May 12, 2014. All six AFCEC systems, as listed in Section C.3 of this TO, will be affected by the mandate. Authorities to Operate (ATOs) are currently on a two year schedule. Each system has a different authorization date, and are within four months of each other. The RMF is designed to minimize the cybersecurity vulnerabilities of all devices

connected to DoD networks and is intended to assist agencies achieve certification and accreditation (C&A). As assessments are performed through the RMF process, system vulnerabilities may be identified with varying levels of complexity. RMF is in full transition for all six AFCEC identified systems/applications and all have an approved RMF ATO. AFCEC is currently working under the Information Security Continuous Monitoring Plan.

The AF is also simultaneously implementing a server consolidation and relocation plan. Anticipated changes of hosting environments directed under the DCOI will require both cybersecurity and project management support to update required security documents and retesting of specific controls under the Information Security Continuous Monitoring Plan. Server consolidation and relocation efforts are not included in the scope of this TO.

Diagram #2: AFCEC PMO Managed Systems Listing



Network operations in support of the six AFCEC PMO managed IT systems is provided through another contract and is not included in this scope.

Highly technical and experienced individuals will be required in most areas of the TO due to the size and complexity of the scope.

C.3 CURRENT IT/NETWORK ENVIRONMENT

The current AFCEC legacy systems below, with the exception of RDM&S, are currently hosted within the Joint Base San Antonio (JBSA) Lackland Enclave and the system architecture is virtual. The RDM&S enclave is centrally managed at Tyndall AFB to support the modeling and simulation mission they provide for the AF Civil Engineer. None of the AFCEC legacy systems

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have a direct interface or interconnection to any other systems. External users must have a Non-Secure Internet Protocol (IP) Router (NIPR) account in order to access applicable systems.

- a. Integrated Information Tool (IIT): IIT is a web-enabled project management tool that supports Air Force Civil Engineer Center (AFCEC) Base Realignment and Closure (BRAC) mission by providing project management capability for AF BRAC program. IIT stores AF BRAC information relating to environmental restoration activities, real property disposal actions, and tracking of financial resources for the purpose of monitoring and recording project status and producing various management reports. IIT is a special interest application that replaces the Management Information System (MIS) in the AF Enterprise Information Technologies Data Repository (EITDR) as the primary AFCEC project management tool. For additional system information see Topology and Categorization for IIT (Section J, Attachment X) and FMO Tools Master Data for IIT (Section J, Attachment HH).
- b. AFCEC Administrative Record (AR): The AFCEC AR contains documents that form the basis for selecting an environmental response action. The AFCEC AR is available to Public users via the World Wide Web. AFCEC AR is a public facing system and does not require a Common Access Card (CAC) or authorization. The public facing system resides within the Demilitarized Zone (DMZ) as directed by DoD. For additional system information see Topology and Categorization for AR (Section J, Attachment U) and FMO Tools Master Data for AR (Section J, Attachment GG).
- c. AFCEC Portal: The AFCEC Portal is a platform for critical AFCEC business data solutions (i.e., custom and no-code), collaboration, and information management. There are between 1,000 and 5,000 users in Geo-dispersed locations. For additional system information see Topology and Categorization for AFCEC Portal (Section J, Attachment T) and FMO Tools Master Data for AFCEC Portal (Section J, Attachment DD).
- d. Environmental Plan (E-PLAN): The E-PLAN is used by AF to sustain environmental plans. It provides real-time access to support management decisions and reporting. There are between 1,200 and 1,500 users in Geo-dispersed locations. For additional system information see Topology and Categorization for E-PLAN (Section J, Attachment V) and FMO Tools Master Data for E-PLAN (Section J, Attachment CC).
- e. Environmental Resource Program Information Management System (ERPIMS): The primary function of the ERPIMS is to maintain all groundwater, surface water, sediment, soil, air, socioeconomic, and ecological data collected from Installation Restoration Program investigations and studies, and stores it in a central repository. There are 400-500 users in Geo-Dispersed locations. For additional system information see Topology and Categorization for ERPIMS (Section J, Attachment W) and FMO Tools Master Data for ERPIMS (Section J, Attachment FF).
- f. The Research Development Modeling and Simulation (RDM&S) enclave is managed by AFCEC, Civil Engineering Requirements and Acquisition Division (CXA) Tyndall AFB, FL with program management support provided by AFCEC/CXAE. System and Network administration are provided by AFCEC at Tyndall AFB, FL. Information Systems Security Manager (ISSM) support is provided by AFCEC at Tyndall AFB, FL. The RDM&S enclave is connected to the Defense Research and Engineering Network (DREN) which is managed by the U.S. Army Corps of Engineers, Information

Technology Laboratory, High Performance Computing Modernization Program (HPCMP) Lorton, VA. The contractor shall have general knowledge of the High-Performance Computing (HPC) Architecture and security stack. The RDM&S network enclave is used for computationally intensive calculations and the transfer of large packets of digital information necessary to optimize runtimes of M&S and analytical programs. Actual test data (e.g. blast overhead protection tests) is used to validate the M&S models in an iterative process resulting in more accurate models. The DREN has the bandwidth necessary to allow M&S and other intensive software programs to run correctly and provides for local exchange of large amounts of research, development, test and evaluation (RDT&E) data. The enclave also contains test data; high-end software for local M&S computations, research and analytical software, prototype modeling, etc. The RDM&S during development of equipment, systems, materials, or processes provides a significant cost savings measure prior to acquisition and reduces the number of failed experiments by using the information that the RDM&S enclave provides. All support for the RDM&S shall be provided on site in a government facility at Tyndall AFB. For additional system information see Topology and Categorization for RDM&S (Section J, Attachment MM). Contract support personnel who support RDM&S will be required to have a secret clearance.

C.4 OBJECTIVE

The AFCEC FMO serves as the functional bridge between the CE Community CE IT Systems, ensuring strategic goals and objectives are enabled through budgeted, funded, and improved IT delivery. The AFCEC FMO is responsible for identifying and leveraging opportunities to reduce IT duplication and operate more efficiently in alignment with standard CE processes and promoting standardization and consolidation efforts across the CE Community. AFCEC also serves as the PMO for AFCEC PMO Managed Systems. The objective of this TO is to provide the services required to allow the AFCEC FMO to enhance its support to the CE Community.

C.5 TASKS

C.5.1 TASK 1 – PROVIDE PROJECT MANAGEMENT SUPPORT

The contractor shall identify an on-site Project Manager (PM) to serve as the Government's primary Point of Contact (POC). The PM shall provide overall management and guidance for all contractor personnel assigned to the TO including assigning tasks to contractor personnel, supervising on-going technical efforts, and managing overall TO performance.

The contractor shall provide project management support under this TO. This includes the management and oversight of all activities performed by contractor personnel, including subcontractors, to satisfy the requirements identified in this Performance Work Statement (PWS). The Government will not provide any tools for project management efforts under this contract. The contractor shall be responsible for the technical and management direction over multi-disciplined, technical, and scientifically oriented teams supporting this TO.

In partnership with the Government IT PM, the contractor shall be responsible for driving each project to success, ensuring delivery on schedule, to scope, and within budget. This includes tracking and reporting schedules, schedule variances from plan, and developing contingency

plans to bring the project back to alignment with schedule. The contractor shall coordinate efforts from support personnel to include software testing, software development/sustainment, IA and portfolio management teams and functional personnel. The contractor shall coordinate work with Government personnel and other contractors supporting AFCEC FMO business operations.

The contractor shall ensure the Government IT PM approves all PM-related activities prior to advancing within the System Engineering Process. The contractor shall coordinate with all key stakeholders and is responsible for organizing and conducting Preliminary and Critical Design Reviews. The contractor shall provide support to the Government IT PM and Functional PM for document reviews, system status reviews/reporting, and all facets of compliance reporting (e.g., IT Portfolio Management Repository (ITIPS), Enterprise Mission Assurance Support Service [eMASS], etc.). The Government has an established process with existing documentation to work from.

C.5.1.1 SUBTASK 1 – ACCOUNTING FOR CONTRACTOR MANPOWER

The contractor shall report ALL contractor labor hours (including subcontractor labor hours) required for performance of services provided under this TO for the AF via a secure data collection site. The contractor shall completely fill in all required data fields using the following web address: <http://www.ecmra.mil/>.

Reporting inputs will be for the labor executed during the period of performance during each Government Fiscal Year (FY), which runs October 1 through September 30. While inputs may be reported any time during the FY, all data shall be reported no later than October 31 of each calendar year. Contractors may direct questions to the support desk at: <http://www.ecmra.mil/>.

Contractors may use Extensible Markup Language (XML) data transfer to the database server or fill in the fields on the website. The XML direct transfer is a format for transferring files from a contractor's systems to the secure web site without the need for separate data entries for each required data element at the website. The specific formats for the XML direct transfer may be downloaded from the web.

C.5.1.2 SUBTASK 2 – COORDINATE A PROJECT KICK-OFF MEETING

The contractor shall schedule, coordinate, and host a Project Kick-Off Meeting at the location approved by the Government (Section F, Deliverable 03). The meeting will provide an introduction between the contractor personnel and Government personnel who will be involved with the TO. The meeting will provide the opportunity to discuss technical, management, and security issues, and travel authorization and reporting procedures. At a minimum, the attendees shall include Key contractor Personnel, representatives from the directorates, other relevant Government personnel, and the FEDSIM COR.

At least three days prior to the Kick-Off Meeting, the contractor shall provide a Kick-Off Meeting Agenda (Section F, Deliverable 02) for review and approval by the FEDSIM COR and the TPOC prior to finalizing. The agenda shall include, at a minimum, the following topics/deliverables:

- a. POCs for all parties
- b. Personnel discussion (i.e., roles and responsibilities and lines of communication between

- contractor and Government)
- c. Staffing Plan and status
- d. Transition-In Plan (Section F, Deliverable 14) and discussion
- e. Security discussion and requirements (i.e., building access, badges, Common Access Cards (CACs))
- f. Invoicing requirements
- g. Transition discussion

The Government will provide the contractor with the number of Government participants for the Kick-Off Meeting and the contractor shall provide sufficient copies of the presentation for all present.

The contractor shall draft and provide a Kick-Off Meeting Minutes Report documenting the Kick-Off Meeting discussion and capturing any action items.

C.5.1.3 SUBTASK 3 – PREPARE A MONTHLY STATUS REPORT (MSR)

The contractor shall develop and provide an MSR (Section J, Attachment E) (Section F, Deliverable 04). The MSR shall include the following:

- a. Activities during reporting period, by task (include on-going activities, new activities, and activities completed, and progress to date on all above mentioned activities). Each section shall start with a brief description of the task.
- b. Problems and corrective actions taken. Also include issues or concerns and proposed resolutions to address them.
- c. Personnel gains, losses, and status (security clearance, etc.).
- d. Government actions required.
- e. Schedule (show major tasks, milestones, and deliverables; planned and actual start and completion dates for each).
- f. Summary of trips taken, conferences attended, etc. (attach Trip Reports to the MSR for reporting period).
- g. Accumulated invoiced cost for each CLIN up to the previous month.
- h. Projected cost of each CLIN for the current month.

C.5.1.4 SUBTASK 4 – CONVENE TECHNICAL STATUS MEETINGS

The contractor PM shall convene a monthly Technical Status Meeting with the TPOC, FEDSIM COR, and other Government stakeholders (Section F, Deliverable 05). The purpose of this meeting is to ensure all stakeholders are informed of the monthly activities and MSR, provide opportunities to identify other activities and establish priorities, and coordinate resolution of identified problems or opportunities. The contractor PM shall provide minutes of these meetings, including attendance, issues discussed, decisions made, and action items assigned, to the FEDSIM COR within five workdays following the meeting (Section F, Deliverable 06).

C.5.1.5 SUBTASK 5 – PREPARE A PROJECT MANAGEMENT PLAN (PMP)

The contractor shall document all support requirements in a PMP. The contractor shall provide the Government with a draft PMP (Section F, Deliverable 07) on which the Government will make comments. The final PMP (Section F, Deliverable 08) shall incorporate the Government's comments.

The PMP shall:

- a. Describe the proposed management approach.
- b. Contain detailed Standard Operating Procedures (SOPs) for all tasks.
- c. Include milestones, tasks, and subtasks required in this TO.
- d. Provide for an overall Work Breakdown Structure (WBS) with a minimum of three levels and associated responsibilities and partnerships between Government organizations.
- e. Describe in detail the contractor's approach to risk management under this TO.
- f. Describe in detail the contractor's approach to communications, including processes, procedures, communication approach, and other rules of engagement between the contractor and the Government.
- g. Include the contractor's Baseline Quality Control Plan (QCP).

C.5.1.6 SUBTASK 6 – UPDATE THE PROJECT MANAGEMENT PLAN (PMP)

The PMP is an evolutionary document that shall be updated annually at a minimum (Section F, Deliverable 09). The contractor shall work from the latest Government-approved version of the PMP.

C.5.1.7 SUBTASK 7 – PREPARE TRIP REPORTS

The Government will identify the need for a Trip Report when the request for travel is submitted (Section F, Deliverable 10). The contractor shall keep a summary of all long-distance travel including, but not limited to, the name of the employee, location of travel, duration of trip, and POC at travel location. Trip reports shall also contain Government approval authority, total cost of the trip, a detailed description of the purpose of the trip, and any knowledge gained. At a minimum, trip reports shall be prepared with the information provided in Section J, Attachment F.

C.5.1.8 SUBTASK 8 – UPDATE BASELINE QUALITY CONTROL PLAN (QCP)

The contractor shall update the QCP submitted with its proposal (Section F, Deliverable 11) and provide a final baseline QCP as required in Section F (Section F, Deliverable 12). The QCP should include the contractor's plan for fulfilling the requirements of the Quality Assurance Surveillance Plan (QASP) (Section J, Attachment Q). The contractor shall periodically update the QCP, as required in Section F (Section F, Deliverable 13), as changes in program processes are identified.

Within the QCP, the contractor shall identify its approach for providing quality control in meeting the requirements of the TO. The contractor's QCP shall describe its quality control methodology for accomplishing TO performance expectations and objectives. The contractor

shall fully discuss its validated processes and procedures that provide high quality performance for each Task Area. The QCP shall describe how the processes integrate with the Government's requirements.

C.5.1.9 SUBTASK 9 – TRANSITION-IN

The contractor shall update the draft Transition-In Plan (Section F, Deliverable 14) provided with its proposal and provide a final Transition-In Plan as required in Section F, Deliverable 15. The contractor shall ensure that there will be minimum service disruption to vital Government business and no service degradation during and after transition. The contractor shall complete all transition activities no later than (NLT) 30 calendar days after task order start date..

C.5.1.10 SUBTASK 10 – TRANSITION-OUT

The contractor shall provide Transition-Out support when required by the Government. The Transition-Out Plan shall facilitate the accomplishment of a seamless transition from the incumbent to an incoming contractor/Government personnel at the expiration of the TO. The contractor shall provide a draft Transition-Out Plan within six months of Project Start (PS) (Section F, Deliverable 16). The Government will work with the contractor to finalize the Transition-Out Plan in accordance with Section F, Deliverable 17. At a minimum, this Plan shall be reviewed and updated on an annual basis (Section F, Deliverable 18). Additionally, the Transition-Out Plan shall be reviewed and updated quarterly during the final Option Period (Section F, Deliverable 18).

In the Transition-Out Plan, the contractor shall identify how it will coordinate with the incoming contractor and/or Government personnel to transfer knowledge regarding the following:

- a. Project management processes
- b. Points of contact
- c. Location of technical and project management documentation
- d. Status of ongoing technical initiatives
- e. Appropriate contractor to contractor coordination to ensure a seamless transition
- f. Transition of Key Personnel
- g. Schedules and milestones
- h. Actions required of the Government

The contractor shall also establish and maintain effective communication with the incoming contractor/Government personnel for the period of the transition via weekly status meetings or as often as necessary to ensure a seamless transition-out.

The contractor shall implement its Transition-Out Plan NLT 90 calendar days prior to expiration of the TO.

C.5.2 TASK 2 – PROVIDE IT BUSINESS PROCESS SUPPORT

The contractor shall provide IT business process support to the Government IT system PM and functional IT system managers for IT activities and efforts associated with AFCEC FMO-managed IT systems serving AFCEC and the CE functional programs under the scope of this

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TO. This includes support necessary to populate and update IT Portfolio Management Repository (ITIPS) Portfolio Management records and assist in meeting Assessment and Authorization (A&A), Continuous Monitoring (CM), Risk Framework (RM), and Federal Information Security Management Act (FISMA) requirements. The contractor shall provide support that requires updating information in other AF mandated systems to track the 11 elements of the Clinger-Cohen Act (CCA) compliance, meeting Federal Information Security Management Act (FISMA) mandates and Cybersecurity policies. Responsibilities include, but are not limited to:

- a. Making recommendations regarding the application and modification of existing and emerging technologies, systems, hardware, and software that significantly impact IT systems.
- b. Analyzing, defining, and recommending business process IT activities and efforts associated with AFCEC FMO-managed IT systems.
- c. Gathering, organizing and maintaining information necessary to facilitate business process IT activities and efforts associated with AFCEC FMO-managed IT systems.
- d. Identifying and understanding the principles, methods, and techniques of IT assessment, planning, management, monitoring, and evaluation, such as IT baseline assessment, interagency functional analysis, contingency planning, and disaster recovery.
- e. Working directly with customers to assess technical requirements based on strategic initiatives and customer needs; assessing feasibility, cost, and risk factors; determining feature lists for programs.
- f. Recommending priorities and short- or long-term goals and strategies to the Government; coordinating with other organizations or parts of the organization to accomplish goals; and monitoring progress and evaluating outcomes for business process IT activities and efforts associated with AFCEC FMO-managed IT systems.
- g. Developing system specifications including timelines and functional specifications; translating system specifications and requirements to software programming staff including program modules and data element dictionaries.
- h. Identifying, implementing, and ensuring full integration of cybersecurity requirements into all phases of software maintenance and minor modernization to include the initial design, development, testing, fielding, operation, and sustainment of the releases in accordance with (IAW) Air Force Instruction (AFI) 63-101, Integrated Life Cycle Management, and DoD Instruction (DoDI) 8510.01, the DoD Program Manager's Guidebook for Integrating the Cybersecurity Risk Management Framework (RMF) into the System Acquisition Lifecycle.
- i. Ensuring periodic reviews, testing, or assessment of assigned IT are conducted at least annually, and IAW the Information Security CM strategy.
- j. Staying abreast of advances in IT and assessing the feasibility of incorporating into project plans and specifications.
- k. Providing recommendations to the AFCEC FMO, CE and all relative stakeholders (A6, A4, HAF, SAF e.g.) having diverse viewpoints and opinions on the most appropriate, effective, and efficient solutions.
- l. Providing recommendations to the AFCEC FMO, CE and all relative stakeholders (A6, A4, HAF, SAF e.g.) of functional requirements including hardware, operating systems, and other software, technical support, cost, and timeframe considerations.

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- m. Proposing options based on CE needs and recommending most feasible plan of action.
- n. Testing, evaluating, and developing implementation plans for new versions of existing systems.
- o. Ensuring programming efforts are planned, executed, tested, and deployed by project deadlines; working directly with departments and offices in implementing and testing the baseline, assessing and coordinating necessary modifications, and maintaining and enhancing program functions and features.
- p. Maintaining schedules to track milestones associated with business process IT activities and efforts for AFCEC FMO-managed IT systems.
- q. Preparing briefings and giving briefings on status of project deadlines/milestones for IT activities and efforts for AFCEC FMO-managed IT systems.
- r. Coordinating and collaborating with personnel in other task areas to ensure business process IT activities and efforts meet deadlines.
- s. Overseeing system software and systems development life cycles including systems documentation, design development, configuration management, cost analysis, database administration, system integration, and testing.
- t. Utilizing architectural methodologies used in the design and development of information systems, including the physical structure of a system's internal operations and development of information systems, including the physical structure of a system's internal operations and interactions with other systems.
- u. Utilizing principles, methods, and tools (e.g., surveys and system performance measures) to assess the effectiveness and practicality of IT systems.
- v. Utilizing knowledge of the architecture and typology of software, hardware, and networks, including Local Area Networks (LANS), Wide Area Networks (WANS), and telecommunications systems, their components and associated protocols and standards, and how they operate and integrate with one another and with associated controlling software.
- w. Utilizing systems life cycle management concepts used to plan, develop, implement, operate, and maintain information systems.
- x. Utilizing principles and methods to identify, analyze, specify, design, and manage functional and infrastructure requirements including translating functional requirements into technical requirements used for logical design or presenting alternative technologies or approaches.
- y. Analyzing and applying IT security and portfolio management principles and policies sufficient to carry out activities leading to system A&A.
- z. Developing mandatory A&A documentation which includes the Systems Security Plan (Section F, Deliverable 19), Security Assessment Test Plan (Section F, Deliverable 20), Plan of Action and Milestone (POA&M) document (Section F, Deliverable 21), Continuity of Operations (CONOPS) and Disaster Recovery Plan (Section F, Deliverable 22), and Implementation Plan (Section F, Deliverable 23).
- aa. Utilizing knowledge of IT security requirements for A&A, network operations and protocols, systems testing and evaluation, and performance management methods sufficient to plan and conduct security accreditation reviews for installed systems or

networks and assess and provide recommendations on new or revised security measures and countermeasures based on the results of accreditation reviews.

- bb. Utilizing DoD RMF, Security Test and Evaluation (ST&E) procedures, and systems engineering principles to carry out activities, including penetration and vulnerability testing, leading to systems certification and accreditation.
- cc. Updating Integrated Master Schedules (IMS) for all Systems (Section F, Deliverable 34) and Individual System Schedules (ISS) (Section F, Deliverable 35).

C.5.3 TASK 3 – PROVIDE IT ADMINISTRATIVE SUPPORT

The contractor shall provide IT administrative support related to information requests, technical writing, and workflow. The contractor shall provide integral and necessary IT services such as data query design, data interpretation functions, and IT technical writing pertaining to software development lifecycle challenges. The contractor shall also use established IT business processes to gather, format, submit, and track all taskers within the CE IT Enterprise. Microsoft Office programs will be utilized for the preparation, review, and dissemination of documentation in direct support of the IT related functions within this TO.

C.5.3.1 SUBTASK 1 – PROVIDE INFORMATION REQUEST SERVICES

The contractor shall provide design and performance of detailed data queries and data retrievals, including data interpretation, utilizing SQL, Oracle or other tools native to the operating system. This support shall involve statistical procedures such as regression analysis, factor analysis, correlation analysis, and cluster analysis. On average, ten such requests are made per month with varying levels of complexity.

C.5.3.2 SUBTASK 2 – PROVIDE TECHNICAL WRITING SERVICES

The contractor shall create, update, and contribute to the following IT documentation: installation guides, configuration and reference guides, online help, troubleshooting, and maintenance documentation. The contractor shall include IT technical writing pertaining to software development lifecycle and Systems Engineering Plan (SEP) key documents, as specified in the AFCEC SEP (Section J, Attachment S), and shall include the generation of intuitive graphics and other visual aids. The contractor will also be responsible for technical writing in support of the IA documentation associated with the A&A of all AFCEC/PMO managed systems/applications and will work directly with the Cyber personnel in support of the Risk Management Framework (RMF) and Continuous Monitoring. The contractor shall prepare all documentation and writing support using advanced knowledge of Microsoft Office (i.e., all applications, including PowerPoint and Access), Adobe FrameMaker, Adobe Acrobat, Visio, HTML, and Paint Shop Pro. The documentation prepared by the contractor shall include IA Acquisition requirements, DoD Architecture diagrams, and Data Vocabulary packages for all programs. The greater majority of all documentation and documents supporting the AFCEC systems and applications is estimated to be at 90 percent complete and requires updates, corrections, or modifications as DoD RMF mandates, Air Force Instruction (AFI), or configurations changes occur. On average, ten such requests are made per month with varying levels of complexity.

C.5.3.3 SUBTASK 3 – PROVIDE INFORMATION WORKFLOW SERVICES

The contractor shall provide information workflow support of all CE IT systems, not limited to the AFCEC PMO managed systems, including but not limited to tasker receipt, tracking, formatting changes, tasker generation (i.e., out-going to other organizations), tasker response (i.e., in-coming from other organizations), and data and flow configurations in Government-managed task management tools. The AFCEC FMO utilizes an AF/CE mandated Task Management Tool (TMT) (Section J, Attachment Z) for information workflow support to include receipt, tracking, and response to suspense. On-line training for TMT is available along with a Training Library that includes sample taskers, formatting requirements, etc. The contractor shall provide AFCEC FMO leadership with current status of taskers/projects and shall coordinate resolution of any problems that may arise. The contractor shall work with other Government personnel and contractors that utilize/support TMT across the AFCEC organization for tracking and problem resolution. The Government will provide instruction to the contractor regarding priority of taskers if/when multiple taskers have the same suspense dates. Approximately 30 taskers are received per month at varying levels of complexity. The contractor is not responsible for providing technical responses to taskers. Technical responses will be provided by the Government to the contractor for incorporation into TMT. The contractor shall follow standard approved AF published formatting guidelines found in the most current copy of AF Handbook 33-337, Communications and Information. A copy of the handbook will be provided to the contractor at award. The contractor shall also provide IT records management support for all AFCEC FMO functions utilizing an established SharePoint platform. The contractor shall support document saving, storage, and retrieval in an already established folders/file format.

C.5.4 TASK 4 - PROVIDE IA SUPPORT

The contractor shall serve as the Information Systems Security Officer (ISSO) and function as the primary technical representative for issues affecting the security of the CE FMO systems/applications and shall work directly with the Program and Project Managers. The contractor shall be responsible for ensuring the organization complies with all security principles and policies under the RMF and FISMA.

The contractor shall:

- a. Function as the primary Cyber Security representative for ensuring AFCEC systems are assessed, comprehensively tested, and authorized to connect to the network.
- b. Prepare A&A packages for Government review and validation (Section F, Deliverables 19-23).
- c. Ensure authorization packages meet mandatory requirements for approval by the Authorizing Official (AO).
- d. Provide A&A information to the AFCEC FMO IA Lead for appropriate tracking.
- e. Identify and analyze threats and vulnerabilities to information systems to maintain the appropriate level of protection.
- f. Perform risk analysis, testing, and assessments when modifications and/or changes occur to applications/systems.
- g. Review and provide appropriate approval for all hardware, software, and firmware products that provide security features and/or IA enabling capabilities prior to use on any

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assessed and authorized information system operating on the network.

- h. Hold overall responsibility for data quality in the ITIPS in support of the AF Chief Information Officer (CIO) portfolio management process and quarterly updates to DoD IAW FISMA.
- i. Assist the Government in complying with legal and statutory reporting requirements, mandatory FISMA reporting guidance, and Office of Management and Budget (OMB) data calls.
- j. Execute computer security plans and enforce mandatory access control techniques to prevent unauthorized persons from using network facilities.
- k. Limit access to privileged programs (i.e., operating system, system parameter and configuration files, and databases), utilities, and security-relevant programs/data files to authorized personnel.
- l. Evaluate unusual circumstances to recognize and define potential vulnerabilities, and select and oversee the installation of physical and technical security barriers to prevent others from improperly obtaining such information.
- m. Identify, manage, and verify cybersecurity requirements in the same manner as all other system requirements.
- n. Identify the requirements that are security critical, and identify and establish corresponding controls for these requirements.
- o. Ensure and document bi-directional traceability between security controls and requirements (Section F, Deliverable 39).
- p. Identify and implement the applicable cybersecurity controls from Committee on National Security Systems Instruction (CNSSI) Number (No.) 1253 for the system using the RMF developed by the program.
- q. Satisfy all cybersecurity requirements IAW Air Force Instruction (AFI) 63-101, Integrated Life Cycle Management, and DoD Instruction (DoDI) 8510.01, the DoD Program Manager's Guidebook for Integrating the Cybersecurity Risk Management Framework (RMF).
- r. Implement the applicable cybersecurity controls through the systems engineering technical processes including stakeholder requirements definition, requirements analysis, architecture design, implementation, integration, and verification and validation (V&V).
- s. Include cybersecurity RMF activities and events on the IMS (Section F, Deliverable 34).
- t. Update the following documents as needed to meet requirements as defined in AFI 17-101
 - i. Cybersecurity Strategy (Section F, Deliverable 24)
 - ii. Information Support Plan (ISP) (Section F, Deliverable 25)
 - iii. Program Protection Plan (PPP) (Section F, Deliverable 26)
 - iv. Security Architecture Diagrams (Section F, Deliverable 27)
 - v. Security Design Document (SDD) (Section F, Deliverable 28)
 - vi. Business Impact Analysis (BIA) (Section F, Deliverable 29)
 - vii. Continuous Monitoring Plan (CMP) (Section F, Deliverable 30)
 - viii. Mission Risk Assessment Briefing (MRAB) (Section F, Deliverable 32)
 - ix. Ports, Protocols, and Services (PPS) Matrix (Section F, Deliverable 33)

The IIT system is in the process of a technical refresh from Classic.asp to a .NET software framework because Classic.asp is no longer supported by the AF. The anticipated timeframe to complete this update is 2 years from date of award of the contract. The contractor shall provide additional IA support described above during this timeframe for IIT to accomplish the technical refresh and complete the RMF process. The contractor shall utilize the design documents created under Task C.5.5 in order to meet the requirements for the Systems Engineering Plan (SEP) and Risk Management Framework (RMF).

C.5.5 TASK 5 - PROVIDE DATABASE ADMINISTRATION, ANALYSIS, AND SOFTWARE ENGINEERING SUPPORT

The contractor shall provide Database Administrator (DBA) services in Oracle (currently using Oracle 11g migrating to Oracle 12), SQL (Structured Query Language), or both. This support shall include the creation and deletion of database user accounts, promotion of data integrity, monitoring use and performance of the database, reduction of unnecessary or redundant storage, institution of database security, facilitation of data sharing, performance of regular backups, and performance of recoveries when needed.

The contractor shall:

- a. Create instances and views, write SQL queries as required, manage extents, perform database backups and recovery, and all typical DBA functions.
- b. Resolve any database problem that has resulted in unscheduled downtime of more than two full workdays (i.e., 16 AFCEC core duty hours). This includes providing administration support for several database applications and configuration management software.
- c. Provide technical assistance of data retrieval and data update to both Government and contractor members.
- d. Provide design and customization support for complex databases including schema and subschema details.
- e. Provide relational database software package support.
- f. Analyze user requirements, procedures, and problems in order to automate processing or to improve existing computer systems.
- g. Analyze current operational procedures, identify problems, and learn specific input and output requirements including forms of data input, how data is to be summarized, and formats for reports.
- h. Write detailed description of user needs, program functions, and steps required to develop or modify computer programs as required (Section F, Deliverable 41). A thorough understanding of object-oriented programming is required.
- i. Develop and maintain software and data standardization practices (Section F, Deliverable 40) to include functional process improvement (FPI) analysis, data modeling, data analysis, data element standardization, and data element submittal packages for AFCEC PMO managed systems in accordance with the Federal Information Processing Standards Publication (FIPS PUB) 183, FIPS PUB 184, and IEEE 12207:2008(e) Standard for

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Industry Implementation of International Standard.

- j. Oversee programming support through the entire development process while planning, processing, performing, tracking, and briefing progress status to the Government. The contractor shall, in close coordination with the AFCEC upper management, design and develop programming systems (Section F, Deliverable 42), make specific determinations about system performance, make recommendations which would yield a more cost effective product, and review and repair legacy code.
- k. Work with the software development team to analyze, design, coordinate, and supervise the development of software systems to form a basis for the solution of information processing problems.
- l. Work with the software development team to analyze system specifications and translate requirements into task specifications for junior programmers and shall serve as software test engineer.
- m. Work with the IA team to ensure the database(s) are Security Technical Implementation Guide (STIG) compliant and work with the Project Manager, Lead developer and ISSM to identify and remediate any findings discovered through the STIG review.
- n. Provide technical application support for ERPIMS, AFCEC Portal, E-Plan, IIT, AR and RDM&S systems. The contractor shall:
 - i. Provide assistance/support to users entering or updating data, and provide support troubleshooting and resolving system issues assistance with the use of these systems (ten per day).
 - ii. Create simple queries for special data analysis (10-15 per week).
 - iii. Analyze, document, and submit any change requests received from the users (two to four per week).
 - iv. Work with the system project manager and DBA on user account management and documentation.
 - v. Update the user manuals when there is a change to the application (Section F, Deliverable 44).
 - vi. Prior to a release, the contractor shall test changes to the application and document the test results utilizing Enterprise Tester or equivalent software (Section F, Deliverable 45).
 - vii. Schedule and assist in training sessions for new users and existing users.
 - viii. Interact with CE's system administrators, developers, DBAs, and IA personnel on a routine basis.
 - ix. Upload documents to an existing system document repository when applicable.
 - x. Assist system users processing and routing System Authorization Access Request (SAAR), DD Form 2875 for system access (three to five per week).

The IIT system is in the process of a technical refresh from Classic.asp to a .NET software framework because Classic.asp is no longer supported by the AF. The anticipated timeframe to complete this update is 2 years from date of award of the contract. The contractor shall provide additional software engineering support described above during this timeframe for IIT to accomplish the technical refresh. The contractor shall also conduct analysis of the

system to build Use Cases, define requirements and business rules. There are approximately 100+ Use Cases to build for 5 modules of IIT. As Use Cases are built, the contractor shall create the Design document, then perform actual coding to satisfy the requirement discovered while creating the Use Cases. The contractor shall create design documents in order to meet the requirements for the Systems Engineering Plan (SEP) and Risk Management Framework (RMF) (Task C.5.4). The contractor shall provide direct support for refactoring the application. Preliminary analysis has been completed to analyze dead code versus existing code to be refactored. The Government estimates that there are approximately 120,000 lines of code to be refactored. The contractor shall utilize the best development methodology to meet the technical refresh timeline.

C.5.6 TASK 6 - PROVIDE PROGRAMMING SUPPORT

The contractor shall provide technical and management direction over multi-disciplined teams. Any software development shall be in support of an approved AF IT investment system. The contractor shall provide programming support using all components of the Microsoft Visual Studio suite and the ability to interface and develop interfaces with Microsoft SQL and Oracle databases, World Wide Web applications, and Open Database Connection (ODBC) utilities. All AFCEC legacy systems and applications are currently in the Operations and Maintenance Phase of the Lifecycle Management process and additional information on the AFCEC legacy systems is found in the FMO Tools Master Data files (Section J, Attachments CC, DD, EE, FF, GG, and HH). AFCEC has a dedicated development and integration environment for all software development and system releases.

The contractor shall:

- a. Write clear and effective software documentation (Section F, Deliverable 46).
- b. Provide object-oriented application programming in gathering, application design, and prototyping with software and regression testing and application implementation.
- c. Maintain current application programs and database interfaces in support of AFCEC requirements. Software application programming support generally involves minor updates or changes to existing code using Microsoft Visual Studio suite, SharePoint Designer, C# and interfacing and developing interfaces with Microsoft SQL Server and Oracle databases. Currently supported applications/systems include but are not limited to IIT, AFCEC AR, AFCEC Portal (SharePoint), E-PLAN, RDM&S, and ERPIMS.
- d. Provide the required documentation to update any impacted AFCEC assessment and authorization packages in accordance with mandated DoD and/or AF policies and procedures for all software products produced under this TO (Section F, Deliverable 47).
- e. Ensure that all software development identifies and institutes implementation of the AF Systems Engineering Processes (SEP) (Section J, Attachment S). SE begins with comprehensive planning. It addresses architecting, requirements development and management, design, technical management and control, test and evaluation (T&E) and V&V.
- f. Develop the SEP documentation (Section F, Deliverable 38) (in concert with the technical planning supporting the Acquisition Strategy, the Initial Capabilities Document (ICD), and other relevant predecessor documents. The contractor shall ensure that the SEP documentation remains consistent with the program's Life Cycle Management Plan

(LCMP) (or legacy Product Support Master Plan (PSMP)), Capability Development Document (CDD), and Capability Production Document (CPD) as program planning and execution mature.

- g. Provide software performance, test, and evaluation support for any software packages maintained or developed within the scope of this contract, to include coordination on test plans and test procedures, performing software tests and logging test results, evaluation of test results, participation in software troubleshooting and problem resolution, and regression testing whenever software is revised. Additionally, the contractor shall perform unit, system, and regression testing to all programs, modules, and systems in accordance with the approved detailed designs.
- h. Integrate the modified software into the existing software, upon successful completion of testing.
- i. Coordinate activities internally and with Government personnel and other contractor personnel supporting the activities of the AFCEC FMO.

C.5.7 TASK 7 - PROVIDE TRAINING SUPPORT

The contractor shall provide support training services for ERPIMS, teaching Civil Engineers in a technical environment, including course development and evaluation. These services include preparing lessons and updating course materials for instruction in the use of Microsoft-based programs to end users. Training materials have already been developed for use by the contractor. Additionally, contractor support shall include working with computers to include Microsoft Office, operating in a Windows environment and relational databases, and providing instructions on how they function. The contractor shall conduct ERPIMS Training on a quarterly basis. Training sessions will last for two days and will contain, on average, ten users per session. Historically, there have been approximately 30 users that require training per year, but this can vary based on new users and personnel turnover. A room for conducting training is available for use by the contractor.

The contractor shall:

- a. Provide instructions on the operation of working within a .mil domain and with an External Certificate Authority.
- b. Update existing technical training materials (Section F, Deliverable 48) to include accessing technical requirements, developing course objectives, creating lesson plans and presentations, and creating tests and evaluations material. Training services shall include an understanding of the principles and application behind Advanced Distributed Learning (ADL) and its relationship with the Sharable Content Object Reference Model (SCORM) as developed by the DoD. Training materials at the time of TO award are current. The contractor shall update training materials based on business process, system, and functionality changes. The contractor is not required to have functional expertise but will be required to work with functional experts to develop training materials.
- c. Update training materials for presentation in a Computer-Based Training (CBT) environment.

C.5.8 TASK 8 - PROVIDE FUNCTIONAL SUPPORT

The contractor shall provide functional requirements analysis support for the EESOH-MIS, a CE Enterprise system, managed by the AFLCMC/HIBD PMO. The contractor shall provide functional project management and IT resources to develop the base functional requirements using acceptable software engineering methodologies. Support for EESOH-MIS includes documenting the business needs and functional requirements to allow EESOH-MIS to support the target community and for new functional areas to be included in EESOH-MIS.

The contractor shall identify an EESOH-MIS Functional Task Lead to identify project goals and deliverables, schedule meetings, and validate and provide recommendations to FMO on final documentation for submittal to the EESOH-MIS PMO. The contractor shall function as the Functional Leads and Functional Business Analysts to coordinate the work being performed. Coordination of tasks with other contractors supporting the FMO and PMO shall be required.

The contractor shall:

- a. Ensure that the created artifacts are added to the EESOH-MIS requirements management repository.
- b. In coordination with the functional user community, manage requirements elicitation meetings with selected members of the target user community. The contractor shall provide meeting notes and action item lists of all such meetings.
- c. Document functional and behavioral requirements of the requested application capabilities using Unified Modeling Language (UML) notations for Use Case diagrams, Use Case narratives, sequence diagrams as needed, and functional system testing using HP Application Lifecycle Management (HP ALM) software (Section F, Deliverable 49).
- d. Document static data requirements using UML notations for statecharts (tables or diagrams), class diagrams, and object diagrams (Section F, Deliverable 50).
- e. Assist in updating the logical Business Domain Model as needed (Section F, Deliverable 51).
- f. In coordination with the functional user community, create the Functional Requirements Specifications documents for each approved project (Section F, Deliverable 52).
- g. In coordination with the functional user community, create any Software Requirements Specifications needed by the system development organization to evaluate and design the capability for deployment in EESOH-MIS (Section F, Deliverable 53).
- h. Provide support for the sustainment and new development activities as outlined in the Sustainment and New Development Activities attachment (Section J, Attachment II).
- i. Provide functional management support to include, but not limited to, records management, data categorization, configuration management, cyber related activities, etc.

C.5.9 TASK 9 – AFCEC FMO SURGE SUPPORT (OPTIONAL TASK)

In the world of increasing cyber threats and DoD-mandated risk mitigation, circumstances may arise where AFCEC FMO requires the capability to provide reach-back, additional augmented personnel support to provide IT Administration (Task 3), IA (Task 4), Database Administration, Analysis, Software Engineer (Task 5), Programming Support (Task 6), Training Support (Task 7). The Government reserves the right to exercise additional AFCEC augmented support services

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at any point in time during the TO performance, IAW the terms and conditions of the contract. Examples of circumstances which would require additional augmented support include, but are not limited to:

1. Discovery of new applications within the AFCEC network that would need accreditation.
2. New DoD directives create a requirement for software to be reconfigured and hardware/platforms to be updated to remove threats.
3. New cyber threats may necessitate a change to current database structure and running of diagnostics.

The contractor shall provide additional augmented support for any requirement in Section C.5 that is within the scope of the TO. Additional as-needed support requirements for these circumstances may be variable in length, but each optional CLIN's PoP cannot exceed the period in which the optional CLIN is exercised by the FEDSIM CO. The contractor shall meet and maintain requirements identified by the AFCEC TPOCs and the FEDSIM COR.

When the requirement for additional AFCEC FMO augmented support is identified, the Government will notify the contractor in advance and exercise the optional additional augmented support CLIN (X002) in Section B. Upon exercising the surge task, the contractor shall provide an Updated Surge Support Plan (Section F, Deliverable 37). The Surge Plan shall include the project approach, milestones and schedules, major and minor deliverables, and detailed resource and cost information. The contractor shall staff surge resources within 30 days of formal written approval of the Surge Plan.

The additional augmented support shall not result in a decrease of support to other AFCEC FMO requirements unless approved by the CO and COR. Specific additional requirements shall be managed in conjunction under other TOR Task 1 duties. The contractor shall coordinate with appropriate AFCEC FMO officials to obtain review and approval.

Once an occurrence has been declared ended or the additional augmented support is no longer needed, the contractor shall proceed with an orderly and efficient transition-out period not to exceed thirty days. During the transition-out period, the contractor shall fully cooperate with, and assist the Government with, activities closing out the occurrence, developing required documentation, transferring knowledge, and documenting lessons learned.